

**City of Tempe
Finance, Economy and Veterans' Affairs Committee
Work Plan**

***Scope:** Address finance, real estate and economic development issues. Work plan should include oversight of (1) policy formation, implementation and assessment of finance and budget plans, including continuing examination using zero-base budget approach for City expenditures, examination of sales and property tax programs, bond-financing capacity models, deficit reduction proposals, development incentive programs, bonding and preliminary budgets; (2) policy formation, implementation and assessment of employment policies regarding range adjustment programs, benefits and other employment finance issues; (3) policy formation, implementation and assessment of financial analysis of and solutions to meet requirements of OPEB accounting disclosures; (4) redevelopment and development services policy formation and implementation of council-approved projects; (5) development, implementation and assessment of economic development approaches, projects and proposals; (6) development and implementation of veterans outreach programs and efforts, including planning, development and community fundraising for Veterans Memorial on Ash Avenue Bridge Outlook; (7) golf program operations and capital improvement programs for enhancing and stabilizing golf program revenues and expenses.*

Finance

Goal 1: To ensure continued long-term financial health

- Update Comprehensive Financial Plan and communicate to all stakeholders
- Evaluate potential cost savings to the City and possible revenue-raising opportunities
- Monitor and follow up on implementation of Ad-hoc Budget & Finance Committee recommendations
- Monitor threats to state-shared revenues
- Review funding strategies for infrastructure improvements
- Enhance and maintain credit ratings

Goal 2: To review the City's procurement policies/processes

- Review the procurement ordinance
- Review the procurement of construction-related services

Goal 3: To deliver services in a cost effective and efficient manner

- Review enterprise fund (Water/Wastewater, Solid Waste, Golf, Cemetery) user fees
- Review other City fees and charges

Goal 4: To review employee benefits

- Explore potential opportunities for enhanced benefits
- Review health care benefits including OPEB

Development

Goal 5: To update Zoning and Development Code - based on 2-years experience

- Update lighting ordinances
- Review standards for historic designations
- Study introduction of “Formed Based Zoning” in designated areas

Goal 6: To conduct parking studies

- Review residential parking requirements near light rail and downtown

Goal 7: To improve department accountability

- Develop DSD Year-End Report
- Review of 5-year “Technology Use” Plan for DSD

Goal 8: To analyze development fees

- Review and improve rebate program for single family residential improvements presented to TATR in 2005-2006.
- Review library and park impact fees

Economic

Goal 9: To build a stronger economic base in Tempe

- Participate in national and regional economic development events and programs, and other opportunities to market Tempe and Arizona State University assets
- In concert with ASU and others, develop “Tempe 50” list of scientific, technology and entrepreneurial contacts and cultivate their interest in a business location in Tempe
- Support the Education & Technology Advancement Committee in new partnerships with ASU, Tempe School Boards and other educational institutions that specifically further understanding of the importance of K-12 education as an economic development competitive advantage

Ongoing:

- Continue to evolve the “Tempe, the Smart Place to Be” marketing kit – including electronic media
- Continue targeted advertising program with emphasis on lifestyle, livability and diversity
- Continue to work with GPEC, ASU Technopolis and the private sector to create and promote technology opportunities for Tempe
- Develop relationships with Greater Phoenix Economic Council (GPEC) and East Valley Partnership to bring new business opportunities to Tempe (*added at 11/16/06 IRS session*)

Goal 10: To expand tourism outreach activities

- Facilitate development of additional hotel rooms/properties in downtown/Rio Salado area coordinating with ASU as appropriate
- Research and develop a baseline report on the current tourism economy in Tempe and the region on a comparative basis

Goal 11: To invest in redevelopment initiatives and projects

- Prioritize redevelopment projects and properties currently under consideration and coordinate with ASU’s masterplan where appropriate
- Implement a neighborhood grant program for aging shopping centers in Tempe to encourage façade improvements, landscaping and other rehabilitation of centers including improving the appearance of vacant, boarded-up storefronts
- Develop new housing strategy/programs to address future workforce affordability issues in Tempe

Ongoing:

- Pursue economic development tools such as tax increment financing
- Monitor and facilitate use of the New Markets Tax Credit program in Tempe

Goal 12: To improve and enhance the development process

- Study various fees, such as development impact fees and make suggestions/recommendations to the Council

Ongoing:

- Continue to emphasize quality in the built community, landscaping and all projects in Tempe using code enforcement as appropriate

Goal 13: To enhance and expand existing retail base

- Classify and inventory all Tempe retail centers/corridors and their respective tenants
- Attract investors to purchase and revitalize neighborhood retail centers
- Increase Tempe’s national, regional and local exposure to retailers and tourists

Human Resources

Goal 14: To continue to support the Department of Human Resources’ efforts to demonstrate the City of Tempe as an equal employment opportunity employer through good faith efforts to attract, hire and retain a diverse employee population, which is representative of the qualified local labor market.

Veteran’s Affairs

Goal 15: To develop and implement veterans outreach programs and efforts

- Coordinate planning, development and community fundraising for Veterans Memorial on Ash Avenue Bridge Outlook